

DD / S REGISTRY

FILE

*Training 5-1*

DTR-7279

Acting Director of Training  
1026 Chamber of Commerce



20 March 1972

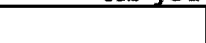
STAT

1. Deputy Director for Support  
7-D-18 Headquarters

*22 MAR 1972*

1 to 3:

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As you see from the attached,  
 has visited and worked  
out an arrangement with General Davis  
at the Army War College.

3. Executive Director-Comptroller  
7-D-59 Headquarters

Although General Davis did not  
feel a written confirmation was  
necessary we suggest that a letter  
such as the attached should be sent  
to close the loop.

STAT



John W. Coffey

DD/S:JWC:llc (22 Mar 1972)

Distribution:

- O - ExDir w/O DD/S 72-1101 and O DD/S 72-1115  
1 - ER w/cc atts  
1 - DD/S Chrono  
1 - DD/S Subject w. cc atts *1 - DTM w/atta*

DD/S 72-1101: Memo for ExDir frm ADTR dtd 20 Mar 72 subj: Agency Representation  
At ~~Warren~~ Army War College - Meeting with General Franklin M. Davis, Jr.

DD/S 72-1115: Letter to General Davis frm ExDir subj: Agency Rep at Army War  
College dtd 23 MAR 1972

DD/S 72-1101

20 March 1972

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Agency Representation at Army War College  
Meeting with General Franklin M. Davis, Jr.

1. On 17 March 1972 at your request the undersigned met with General Franklin M. Davis, Jr., Commandant, to discuss the matter of the Agency's representation at the Army War College (AWC) at Carlisle, Pennsylvania. General Davis called in Colonel Harold A. Barber, III, Director of Curriculum, who is doubling as Acting Deputy Commandant.

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2. The General opened the conversation by expressing again the wish that the change in Agency representation not reflect in any adverse way on [ ] and then proceeded to tell me what the graduate of the AWC should look like. Essentially he described the soldier-diplomat who has a full understanding of the Agency's all sources role and the uses of intelligence. He highlighted the failure of some military officers to weigh all factors and hoped that the workings of the Central Intelligence Agency would be a lasting lesson in the deliberative process that includes all bits and pieces in the conclusions it grinds out. I believe this is an accurate statement of the remarks, but I'm not certain for I came away feeling that neither the General or Colonel Barber had his finger on a specific past problem or a specific future need.

3. Following the General's statement I told him you wanted me to come to the College and talk over the matter of representation with him as you had

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<sup>1</sup> General Davis introduced Colonel Barber to me saying, "this is a fellow you know," and indeed I do. Actually we had reminisced at length on my first visit to AWC on 3 December 1971. The Colonel's father, General H. A. Barber, Jr., came [ ] as Senior Representative while I was [ ]. We became very close friends and remained so until his death. I took General Barber from the train, New York to Washington, into Walter Reed in about 1955 much to the amazement of that staff for they had never seen one "with such a cardiac attack walk in." General Barber was enroute from [ ]

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suggested in your telephonic conversation. I added that he could rest assured that there would be no unfavorable reflection on [ ] coming from this. I then stated a general desire on the Agency's part to be helpful to AWC and proceeded to outline the following specific plan of collaboration without a resident representative:

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- a. The continued assignment of high-level guest speakers to cover substantive matters.
- b. A program of exchange of regular visits, even monthly, by AWC and Agency representatives.
- c. The possibility of having the entire AWC class spend a day at the Agency.

The General hardly blinked an eye, looked at Colonel Barber, saying that sounds just fine to me. Even with a bit of time to reflect, I have not changed from the instinctive reaction I had at the moment that our proposal was very close to precisely what they wanted. Later [ ] told me that it is the 1976 goal to make all representatives to the AWC substantive "instructors" or actual faculty members. I added that for the visit of the entire class (about 225 plus faculty members) it would be necessary for us to use our auditorium and that it would not make for a close range interchange but that we were certainly willing to try it. I added then that perhaps they would like to consider sending smaller groups with specific substantive interests that could be handled in smaller, more intimate, closer exchange basis. Colonel Barber expressed interest in this possibility.

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4. On the subject of [ ] the General said that he was obviously an extremely intelligent officer. I said that we held him in very high esteem but understood that perhaps the AWC may have preferred an officer of an analytical rather than an operational orientation. I gathered that General Davis considered that [ ] operational background limited his ability to freely participate in discussing certain intelligence problems, but he was quick to say that this frame of mind was a natural consequence of his experience. I told the General that I understood his reaction, adding that [ ] is somewhat reticent, perhaps even a bit shy, but one well worth cultivating. It was at this point that

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Colonel Barber struck the only slight sharp note of the session. He said he must go on record as having asked [ ] to define the problem. The problem I gathered was CIA's input into the curriculum. At least this is the "problem" to which I responded. At some length I said that [ ] has spoken to me in glowing terms of certain members of the AWC faculty as being extremely well qualified men, especially the Chinese and counter-guerrilla activity experts. Also, I had toured the AWC library with [ ] and agreed with him that it was superbly equipped, including every available CIA document; i. e., Daily and Weekly Summaries, NIEs, Country Surveys, Studies in Intelligence, etc. and according to him professionally staffed. I summed up saying that with the input of practically every published CIA document in a superb library, a distinguished staff, and the visit of key Agency officers as speakers — it seemed difficult to conceive how any Agency officer could do much to add to so finely balanced an academic mix. They seemed glad to hear [ ] views as expressed by me.

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5. I offered to write a letter for your signature to General Davis outlining the agreement. The General did not think this would be necessary, that our mutual understanding was sufficient. I said that we would not mind writing and he said, "fine, fine."

6. Before leaving I told the General and Colonel Barber that we have explained the matter of limiting our representation [ ] as a mutual CIA-AWC conclusion following the review of the one-year trial period. The General expressed his appreciation to you for having sent me to discuss the matter and was most gracious and friendly throughout the interview.

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[ ]  
Acting Director of Training

28 MAR 72

Major General Franklin M. Davis, Jr., USA  
Commandant, U.S. Army War College  
Carlisle Barracks, Pennsylvania 17013

Dear Frank:

I was pleased to learn from [ ] that you found acceptable our programmed approach to support the Army War College in lieu of assigning an officer to its faculty. As indicated on the telephone I believe that the change might in fact improve Agency support of the Army War College. We will continue to provide Agency speakers on substantive matters and will set up a regular exchange of visits between your faculty and the Agency. We will also consider an annual class visit to the Agency headquarters as well as visits of smaller class units concerned with specific areas of interest.

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While I expect that these changes will be worked out prior to [ ] departure you may call [ ] or me at any time.

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Sincerely,

/s/

W. E. Colby  
Executive Director

STAT

Originator:OTR [ ] kp (22 Mar 72)

Rewritten: DD/S:JWC:llc (22 Mar 72)

Distribution:

O + 1 - Addressee

1 - ExDir

1 - ER

1 - DD/S Chrono

✓ 1 - DD/S Subject

2 - DTR

Major General Franklin M. Davis, Jr., USA  
Commandant,  
U. S. Army War College  
Carlisle Barracks, Pennsylvania 17013

Dear General Davis:

As you can appreciate, in these times of limited resources we have had to review our commitments including those to the War Colleges and Government generally, and regrettably we conclude we must withdraw the Agency representative to the faculty of the Army War College.

STAT I am gratified to know that you found the alternate program for our continued collaboration discussed by you, Colonel H. A. Barber, and [ ] at Carlisle on 17 March 1972, a satisfactory substitute. The program would include the continued use of Agency speakers on substantive matters, a regular exchange of visits between your faculty and Agency personnel and consideration of an annual class visit to our Langley Headquarters. As Colonel Barber evinced some interest, we are also prepared to consider briefing of smaller class units in specific areas of interest.

STAT Following [ ] departure from the Army War College, you may contact [ ] and please call on me in the event that I can be of assistance. STAT

Sincerely,

W. E. Colby  
Executive Director

ORIGINATOR:

SIGNED

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Acting Director of Training

22 Mar 72  
Date

CONCUR:

John W. Coffey  
Deputy Director  
for Support

                      
Date

Distribution:

- 0 - Adse
- 1 - ER
- 1 - ExMr
- 2 - DD/S
- 2 - DTR

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OTR              kp (22 Mar 72)